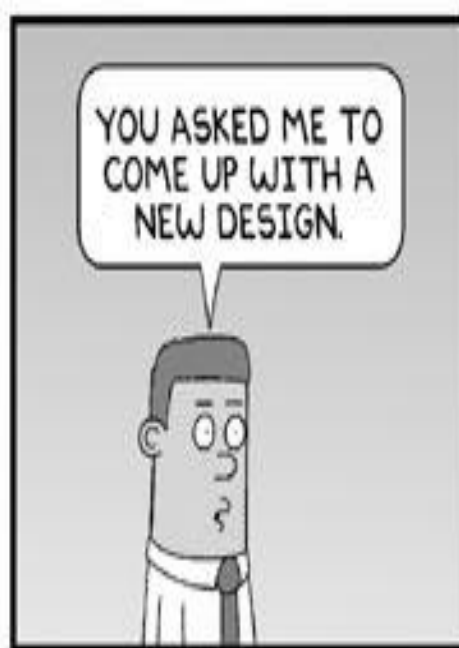
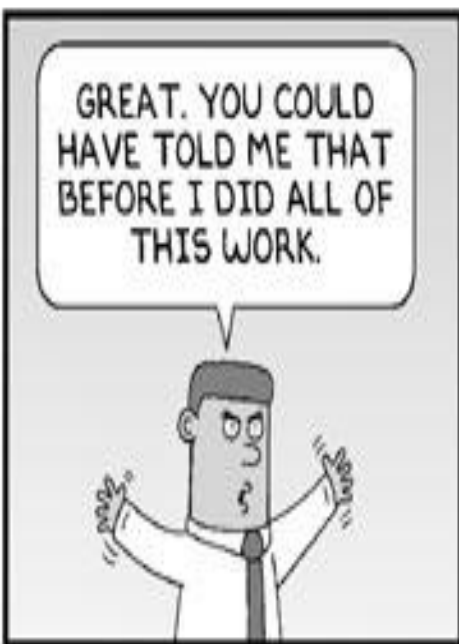
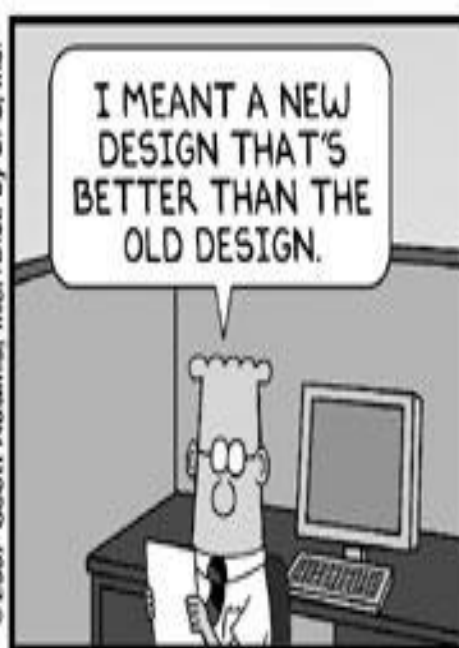




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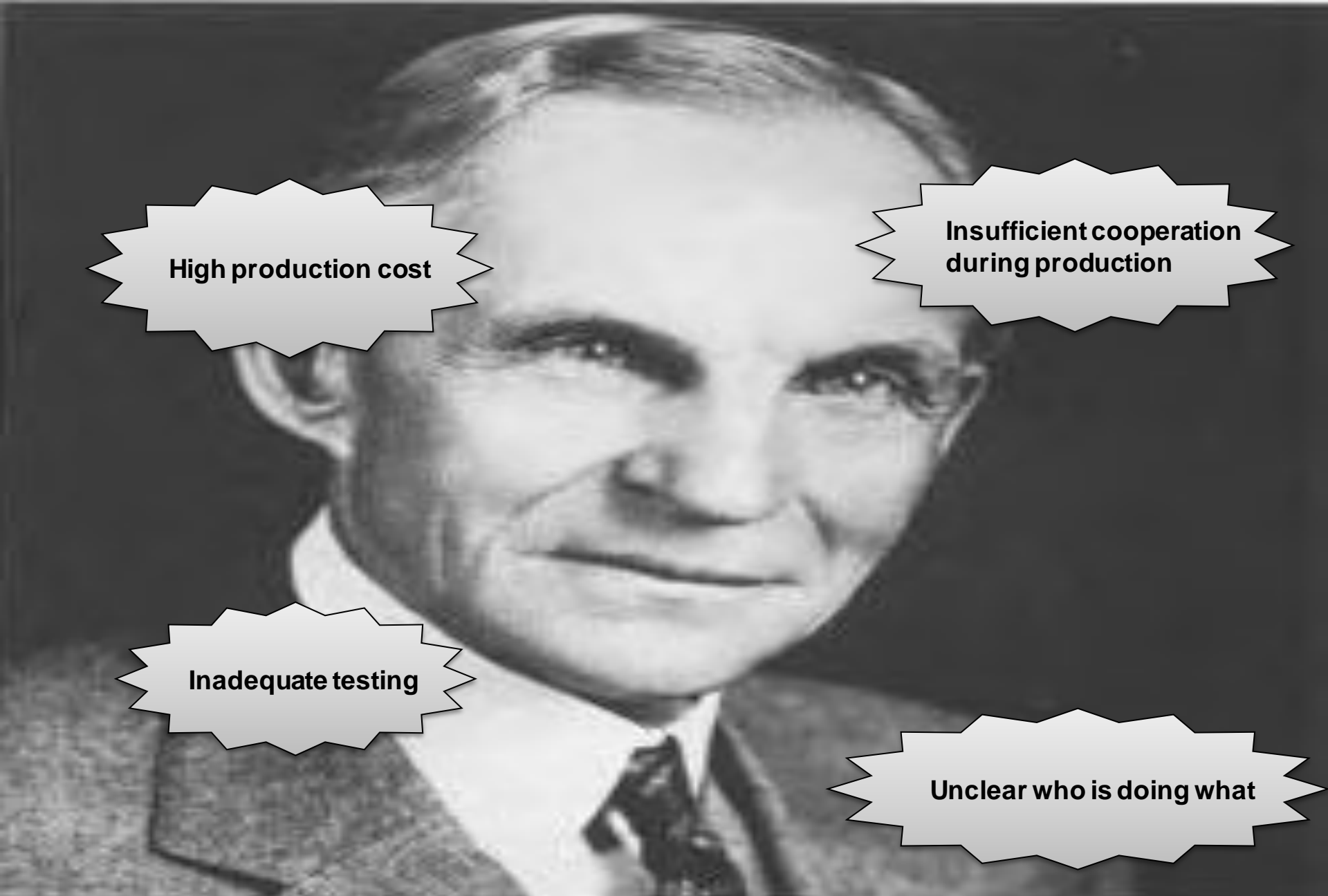


How projects benefit from a full requirements lifecycle

Name : Nienke van den Brink, Leo Diepstraten, Capgemini NL

Date: 6 October 2009



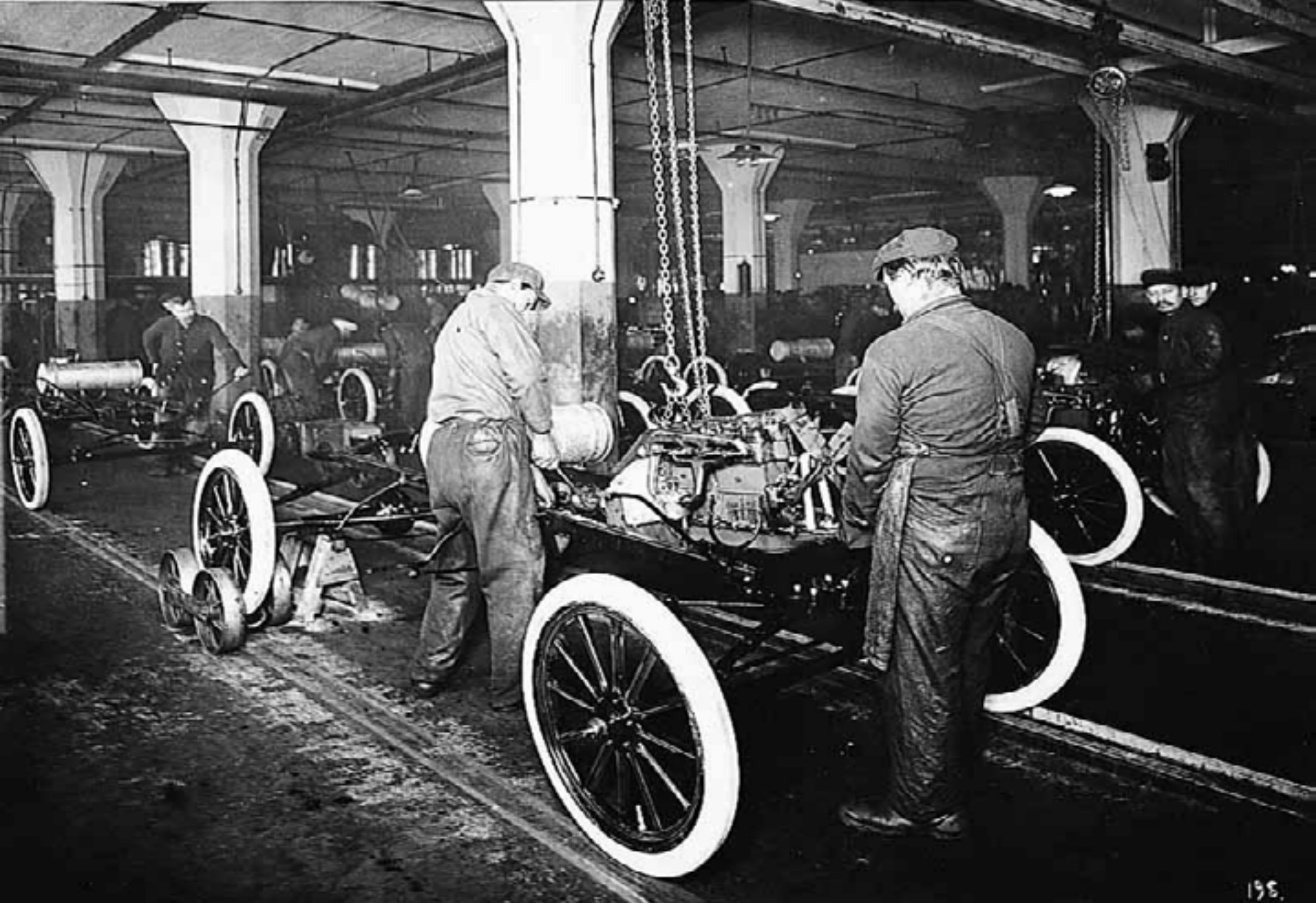


High production cost

**Insufficient cooperation
during production**

Inadequate testing


Unclear who is doing what



198.







No clear statement
of the design
problem to be
solved


Not knowing who is
responsible for what

Failure to
effectively manage
conflict

Inadequate
verification and
validation

Insufficient or no
formal knowledge
management

Lack of sufficient
cooperation between
Business and IT
organizations

- 
- Clear roles and responsibilities
 - Standardization
 - Set process
 - Templates & guidelines

Structuring and optimizing IT programs

A large, round, silver-colored analog clock is held by two hands, one on the left and one on the right. The clock face is white with black numerals from 1 to 12. The hands are positioned to show approximately 10:10. The clock is set against a light blue background. The hands holding the clock are wearing white shirts with dark blue cuffs.

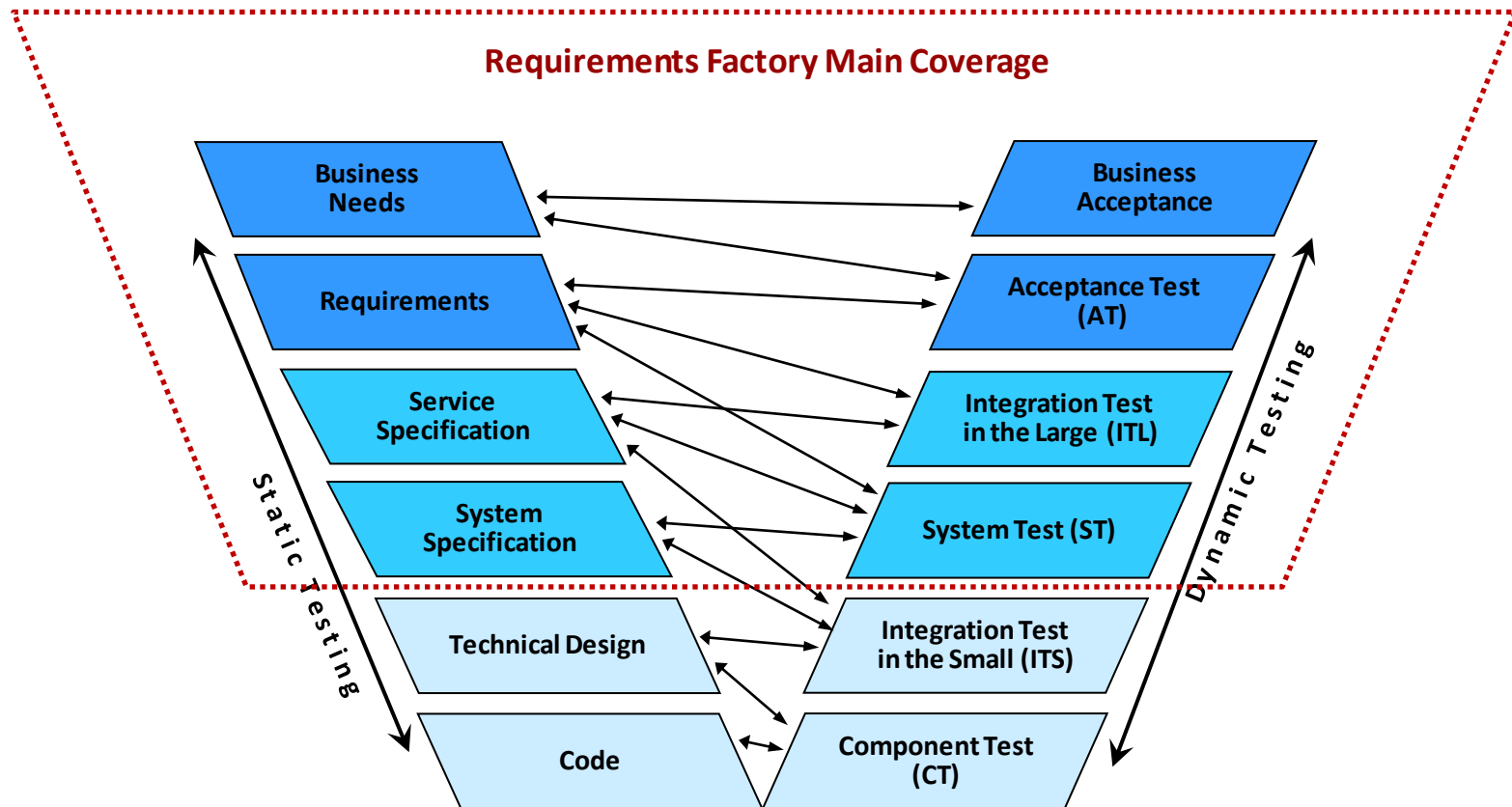
Implementing Governance in a lifecycle perspective

(from Idea to Acceptance and Production)



Facilitating and implementing a retained organization

The Requirements Factory Main Coverage





The Requirements Factory Process

Requirements Governance: from Idea to Acceptance and Production

CMMI Reqs Mngmt (level 2)
CMMI Reqs Dev (level 3)

Defined roles & responsibilities:
Increased cooperation

Subcontracting handover & Intake;
Enables Offshoring

Planning
Tracking
Risks
Escalations

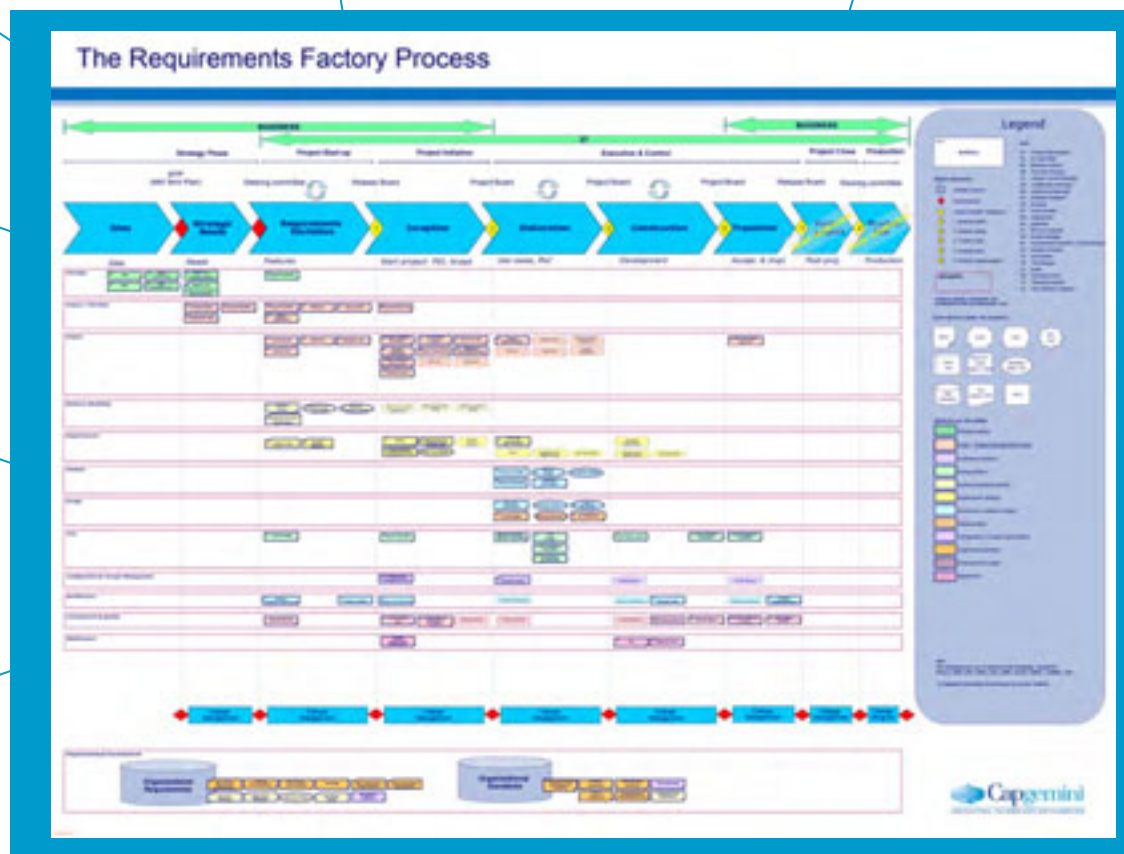
Quality Procedures

Guidelines templates training and examples

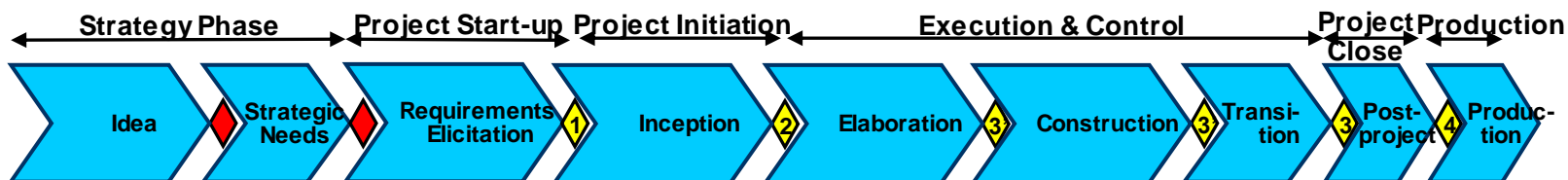
Central repository for organisational requirements

Configuration
Change mgmt

Tool support for optimal traceability and acceleration



The Requirements Factory elements (1)



Methods (WHAT)

IAF
Integrated Architecture Framework

TMAP
Test Management Approach

TOGAF
The Open Group Architecture Framework

RUP
Rational Unified Process

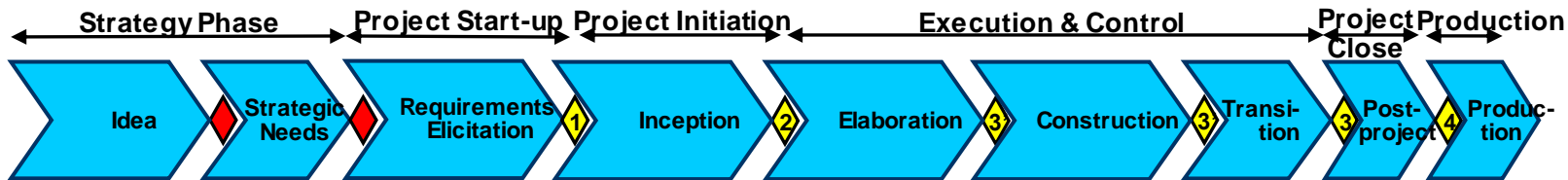
Prince2
Projects in Control

Techniques (HOW)

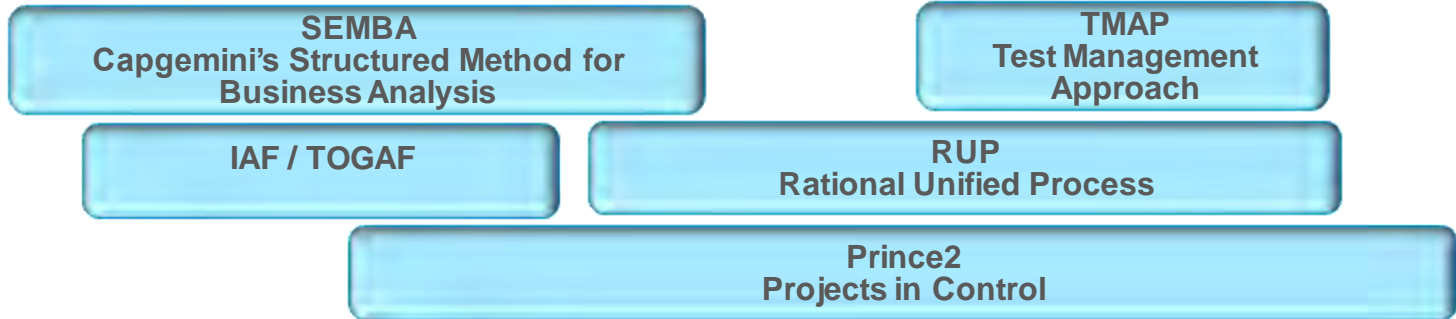
Tools (WITH WHAT)

Workshops

The Requirements Factory elements (2)



Methods (WHAT)



Techniques (HOW)

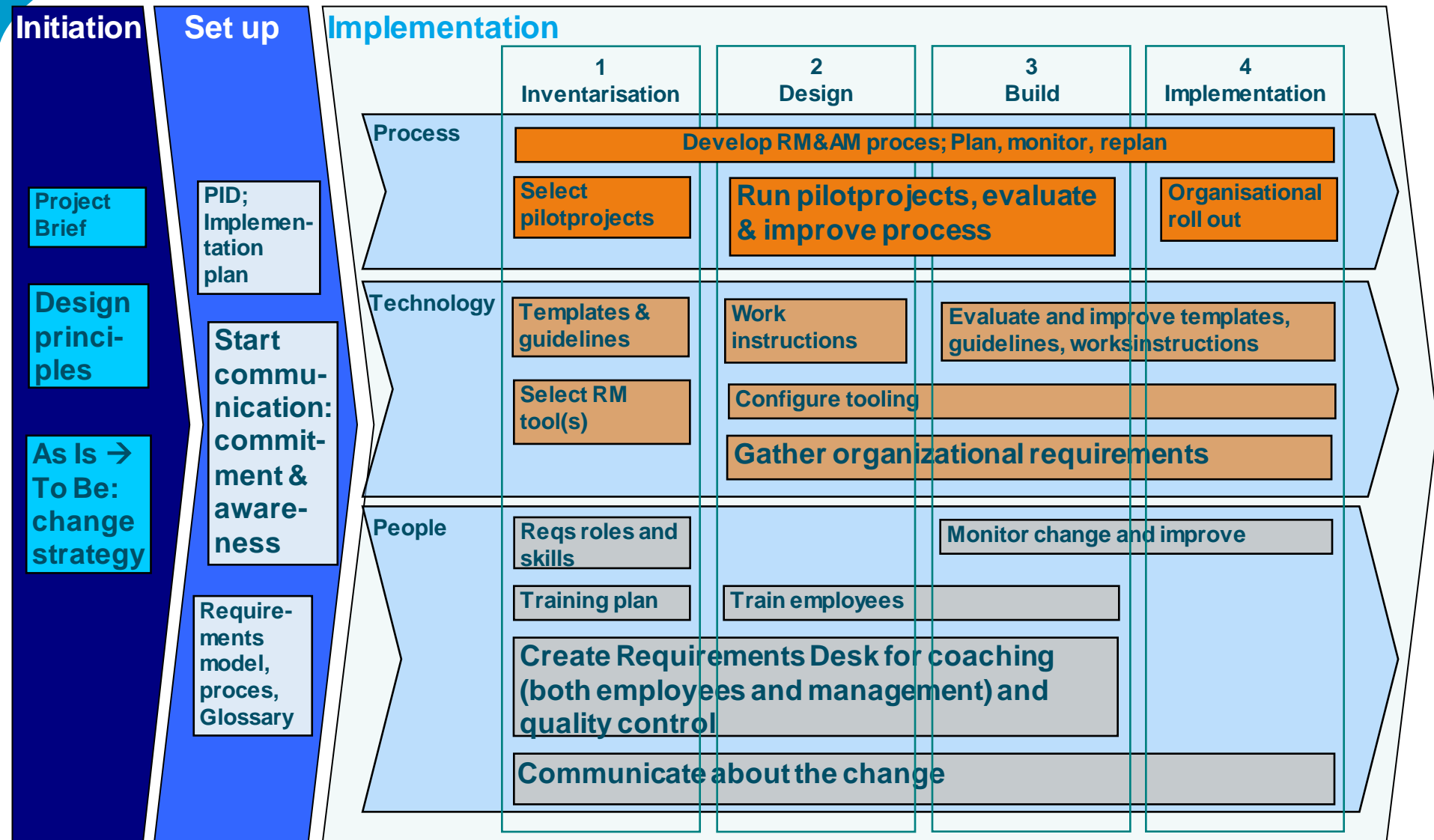


Tools (WITH WHAT)





Example Implementation Approach





Bank Case: observed benefits after implementation

- Requirements process and quality secured in organization, both projects and line
- Increased cooperation between Business and IT
- Increased quality of requirements
- Increased speed of gathering business requirements (first time right)
- Understanding from marketing for requested increased effort on requirements and appreciation for results



Example benefits of the Requirements Factory based on Case at Banks

Requirements Desk

- The initial investment for the Requirements Desk for a typical IT organization with a project portfolio of 25M euro is 70K euro.
- This delivered a structured requirements process supported by templates, checklists, guidelines and coached by professionals.
- The benefit for this client was about 2M euro (8%) per year

Rapid Design Visualization

- Payback on recent projects shows 20-30% reduction of project cost and 15-25% reduction in definition time
- Typical RDV implementation for a project of about 4M euro is about 60K
- Software will be simulated before development based on user scenarios
- The benefit for this client was a shorter time to market (50% increase of speed to market) and an estimated total cost reduction of 400K euro (10%) for this project..





Do's and Don'ts when implementing a Requirements Factory

- ☺ Transformation => it is about people, not processes
 - Communication
 - Training
 - Coaching on the job
- ☺ Commitment (management, both Business and IT)
- ☺ Secure process assurance in line organization
 - Requirements Management Office
- ☺ Early & visible results

- ☹ Too much theory / focus on process
- ☹ No organizational involvement (both management and people on floor)
- ☹ No obligations

Thank you! Questions?

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